

**STATE OF NEW HAMPSHIRE
OFFICE OF THE ADJUTANT GENERAL
STATE MILITARY RESERVATION
CONCORD, NEW HAMPSHIRE 03301-5353**

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TECHNICIAN PERSONNEL REGULATION
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PERSONNEL MANAGEMENT EVALUATIONS

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Supersedes NHNG TPR 908 dated 1 March 1991

SUBSECTION 1**S-1. DEFINITIONS.**

(1) Appointing officer means the Adjutant General of New Hampshire (TAGNH). TAGNH is designated to employ and administer the technician program within the New Hampshire National Guard.

(2) National Guard technicians are employees of the Departments of the Army and Air Force, employed under Title 32 USC 709.

(3) Military technician means any person employed under 32 USC 709 who must also hold a military position as a condition of employment.

(4) Competitive technician means any person employed under 32 USC 709 for whom military membership is not a condition of employment.

S-2. COMPETITIVE SERVICE (POSITIONS).

The provisions of 32 USC 709 are that all persons who were employed as National Guard technicians on 31 December 1968, who were not required to be members of the Army or Air National Guard as a condition of employment, became employees in the competitive service to the same extent as other employees in the Departments of the Army and the Air Force, subject to the limitations of 32 USC 709. All such conversions were to be effective on 1 January 1969, or thereafter, in accordance with appropriate Office of Personnel Management rules and regulations. All persons employed after 1 January 1969, under the provisions of 32 USC 709, who are not required to be members of the Army or Air National Guard, will be employed as technicians in the competitive service, subject to the limitations of 32 USC 709.

S-3. POSITIONS EXCEPTED BY STATUTE.

Positions that require membership in the New Hampshire National Guard as a condition of employment are in the excepted service (32 USC 709).

S-4. ACTIVE GUARD/RESERVE.

Active Guard/Reserve Soldiers are defined as soldiers and airmen serving on active military duty under Title 32 USC 502 (f).

SECTION 1

GENERAL

1-1. General:

This regulation contains the requirements for the conduct of Personnel Management Evaluations (PME) and establishes a system for evaluating the effectiveness of technician personnel management and administration within the New Hampshire National Guard in accordance with Office of Personnel Management (OPM) and National Guard Bureau (NGB) directives.

1-2. Terms/Definitions:

The following is a list of terms and their definitions used throughout this plan. All personnel managers should be thoroughly familiar with them in order to effectively evaluate personnel management.

a. Personnel Management: Personnel management in the Federal service is planning for, hiring, developing and utilizing people with the knowledge, skills, abilities, and attitudes necessary to get the mission accomplished while adhering to the requirements of public policy.

b. Personnel Administration: Personnel administration is the programs, systems procedures and techniques used or developed primarily by personnel specialists and technicians to help managers and supervisors carry out their basic management responsibilities and their legal, regulatory or public policy obligations.

c. Personnel Management Responsibility: Personnel management generally flows from three major centers of responsibility that are found at various levels and in varying degrees in any organization.

(1) The First is Top Management: This is a relative term since top management means the responsible manager at the level of the organization to be reviewed.

(2) The Second is the Supervisor: The agent who carries out the person-to-person relations that directly affect employees in carrying out their jobs.

(3) The Third is the Support Personnel Management Officer and other Staff Officials involved in personnel program management (i.e., State Equal Opportunity Officer, Federal Women's Program Coordinator): Their basic responsibility is to help the other two levels in managing technician resources.

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d. Manpower Management: Manpower management includes the determination of current manpower requirements, the analysis of current manpower resources, the forecasting of future manpower requirements and resources, and the development of manpower and personnel management action plans to bring about an acceptable balance between the two. It is also a significant element of personnel management.

e. Public Policy: Public policy is an expression of law, regulation, court decisions, Presidential directives and tradition. It embodies the principle of how people are hired, paid, trained, developed and utilized, promoted, separated and treated; the standards of conduct they must meet as public employees; how equal opportunity is applied to all citizens; and how the Federal government gets its work done through people.

f. Agency: For the purpose of this plan the New Hampshire National Guard is the agency.

g. Evaluation Program Manager: The Support Personnel Management Office (SPMO), serves as the evaluation program manager to direct, develop and implement the Technician Personnel Management System.

1-3. Purpose:

The purpose of the PME is to give managers at all levels an insight to guide their operations with maximum effectiveness of technician resources and within policies, regulations, standards and law. This is accomplished by determining how well objectives are being met through personnel management and the impact of technician resources on mission accomplishment.

1-4. Scope:

The scope of Personnel Management Evaluation in the National Guard will be directed towards the impact the technician workforce has on mission accomplishment. The scope is not intended to evaluate the military organization or the results of military effectiveness. However, results of military effectiveness may be used as source material for locating weakness in technician personnel management. Personnel management evaluation will be limited to assessing the technician and Active Guard Reserve (AGR) programs in support of the National Guard mission. Evaluation is not a pass-fail system and is not intended to be a grading exercise.

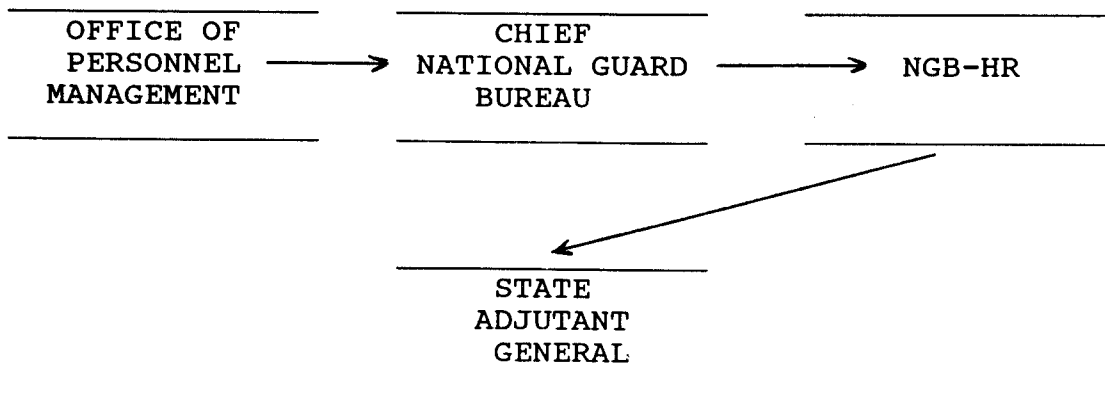
1-5. Goal and Methodology:

The Personnel Management Evaluation team will conduct continuous review, analysis, and evaluation of personnel policies and programs in order to provide timely recommendations with the expressed intent to improve methods and quality of personnel management and administration. Team methodology is to acquire and analyze specific organization personnel data, administer written personnel surveys, interview selected personnel, and

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provide recommendations which could improve work methods, working conditions, and services to our customers.

1-6. Feedback. Management and/or supervisory personnel at each activity evaluated will be provided a copy of the PME evaluation report. This is to ensure that appropriate action will be taken to correct identified problem areas. Additionally, PME team members are encouraged to take immediate action to assist employees. Team members will be knowledgeable regarding appropriate assistance to be provided.

SECTION 2RESPONSIBILITIES FOR PERSONNEL MANAGEMENT EVALUATION2-1. Personnel Management Evaluation Responsibility Flow Chart:2-2. Office of Personnel Management (OPM):

The OPM by virtue of laws, executive orders, and Presidential memoranda has primary responsibility for administering a personnel management evaluation system to the head of each agency. Accordingly, the OPM has established itself as the System Manager for Personnel Management Evaluation (PME) in the Federal service. In this regard the OPM also exercises responsibility for coordinating with agencies in the operation of agency personnel management evaluation systems.

2-3. National Guard Bureau:

The Chief, NGB, has the overall responsibility for administering the technician personnel management evaluation system within the National Guard. The Personnel Management Evaluation Group (NGB-HR) established within the Office of Technician Personnel exercises responsibility for the Chief, NGB, by:

a. Providing guidance and technical assistance to each State to assist them in carrying out their evaluation functions.

b. Reviewing evaluation activities of each State and ensure their effectiveness.

c. Continuing to evaluate personnel management effectiveness on an agency wide basis, including performing individual State evaluations.

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d. Participating in Government-wide personnel management evaluation in cooperation with the OPM.

e. Planning for and establishing through the Chief, Office of Technician Personnel, overall technician personnel management goals and objectives.

2-4. The Adjutant General:

The Adjutant General, as key managers in their respective jurisdictions for technician and active guard/reserve personnel management policies and programs, are responsible for:

a. Maintaining the capability to evaluate regularly the effectiveness of such policies and programs against established objectives.

b. Maintaining a capability to develop realistic objectives and take action to overcome identified problems and deficiencies.

c. Assuring that all levels of management within the State are evaluating personnel management policies and practices on a continuing basis.

SECTION 3

INTERNAL PERSONNEL MANAGEMENT EVALUATION PROCESS

3-1. Personnel Management Evaluation Process:

The Personnel Management Evaluation (PME) process will consist primarily of PME team(s) which will be charged to accomplish the following:

- a. A review of Personnel Management practices at the SPMO level.
- b. Conduct interviews of selected field technicians, active guard/reserve personnel, and supervisors.
- c. Meet with labor organizations.
- d. Conduct a review of applicable reports, inspections and information relating to Technician and Active Guard/Reserve Personnel Management.

3-2. State PME Team Composition:

The State PME team composition is best derived based on individual skills, abilities and knowledge. Team membership should be well balanced by having a representative cross-section of top management, middle management, both technician and active guard/reserve personnel, a professional member of the SPMO staff and input from staff officials with responsibility for budget, manpower planning, EEO, management and analysis, and who are knowledgeable in the missions of the National Guard. As a minimum, the team will consist of a Team Chief, appointed by the Adjutant General and have representation from the following areas:

- a. SPMO
- b. USPFO
- c. Supervisory

3-3. Reporting Requirement:

The requirement for reporting rests with the State PME team. A written report rests with the State PME team. A written report of evaluation findings and recommendations will be provided to the evaluated activity and a copy submitted to the Support Personnel Management Office. The report will be strictly for use within the State and not submitted to NGB or other Federal organizations. However, it must be available for review by NGB-HR or OPM when general evaluations or special inquiries are being conducted in the State by NGB-HR or OPM. The report should document only the minimum necessary to show findings and approved improvement plans. Information resulting from State evaluation may be

provided to technicians through normal communication media, such as information bulletins, meetings, and staff papers.

3-4. General Conduct of the PME:

Activities to be evaluated will receive a 45 day notification. In addition to the notification, the activity will receive a personnel survey which must be completed by all activity personnel prior to the arrival of the state PME team. The PME will commence with the receipt of guidance, and specific duties from the Team Chief, followed by interviews with selected field technicians, supervisors, and labor organization representatives. Upon completion of the interviews, team members will review selected personnel actions at SPMO followed by an overall review of the Personnel Management Program. The time frame envisioned for completion of the review is approximately five days, as follows:

- a. Guidance, activity and survey analysis - 1 day.
- b. Field interviews - 2 days.
- c. Compilation of field data/SPMO actions review - 1 day.
- d. Evaluation of data, preparation of report to CG - 1 day.

The periods described above are approximate and need not be continuous.

(1) During the two days of field interviews each member will work within their assigned area or activity to accomplish interviews. Each team member will be responsible for interviewing a minimum of:

- (a) Three non-supervisory technicians.
- (b) Two first line supervisors.
- (c) One labor organization elected official.
- (d) The team chief should interview at least one middle management (GS-12/13 or WS-14).

(2) Subject matter areas for interviews and model questions will be provided by the Team Chief. Each area addressed should be further explored by the team member if individual responses indicate misunderstanding or non-compliance with established personnel management policies. Team members must also become familiar with the applicable Technician Personnel Regulations (TPRs). Copies of TPRs will be available to each team member during the course of the evaluation.